



RECOGNIZING EMPLOYEES and APPRECIATING PERFORMANCE

R.E.A.P. SUPERVISOR'S HANDBOOK

**Sponsored by Design and Local Programs
Developed by the Statewide Project Development Board R.E.A.P. Team**

ACKNOWLEDGMENTS

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April 30, 1999
(Updated 4/00)

Recognizing Employees and Appreciating Performance

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Recognizing Employees and Appreciating Performance

BACKGROUND

“Creating a Culture of Appreciation”...

...is the mission statement written by the statewide committee selected by the Project Development Board to develop a uniform Design Program effort. “Creating a Culture of Appreciation” relays the basic message. Design supervisors and managers who foster team success already know about the immediate value and goals of the Recognizing Employees and Appreciating Performance (R.E.A.P.) effort first announced in Spring 1999.

A culture of appreciation in the workplace recognizes contributions that employees at all levels make to our organization and the traveling public. The REAP effort offers supervisors and managers a framework of simple methods within their control to accomplish while highlighting common goals.

The REAP committee, or Team, is a variety of employees from throughout District, Region, and Corporate Design project development functions (design, landscape, engineering services, structures.) The Team brought together their individual successes and expertise regarding this topic - in order to identify the methods and tools that work in practice, resulting in **baseline recognition goals**:

- I. SIMPLE
- II. TIMELY
- III. MANAGEMENT CULTIVATED
- IV. PEER INVOLVEMENT
- V. MEANINGFUL AND SUSTAINABLE
- VI. HONEST WITH INTEGRITY

These goals were found compatible with Design’s organizational goals and objectives to.....

- Increase Effort in Technical Quality
 - Constructability emphasis
 - Customer Service Plan
 - Focused training evaluation and plan
- Reduce Product Cost and Delivery Time
- Improve Design Knowledge
- Evaluate Quality of Projects

.....and for evaluation of an effective REAP implementation plan.

This REAP Guideline is intended to provide an Action Plan of the methods and tools sponsored by the Project Development Board as a process supervisors could practice to positively reinforce desired group behaviors that meet customer needs and expectations.

RESOURCES REFERENCED

Art of Recognition

A key reference guide for REAP was developed in 1997 by State of California civil service employees for civil service employees to improve practices: “Art of Recognition - It’s a Conversation, Not a Ceremony” was published as a comprehensive guide for supervisors designing recognition strategies in an organization. It can be downloaded at site (<http://www.dot.ca.gov/hq/oppd/>) and is a resource guide vital to State supervisors exploring the area of recognition.

Among other input, it provides a flowchart model for continuous improvement and various ideas to effectively integrate a recognition program or activity into a government organization. It is suggested that managers and supervisors read and desktop display a copy of this reference.

The basis of “Art of Recognition” is not about “rewards” - monetary or otherwise. Nationwide research has shown in public and private organizations that reward programs may impede reaching, or exceeding, the goals of the organization. Rewards often foster competition and degrade teamwork, reducing intrinsic motivation and rupturing relationships. Rewards may also reduce risk-taking change.

The REAP effort used this resource guide as a strong foundation for the REAP Action Plan. Other

Other REAP Tools and Communication items:

Vision Posters	Certificates on Disk
Vision Desktop stands	Post it Recognition
Logo Mission Mugs*	Buy-a-Lunch Card
Supervisor's Toolkit	Take-a-Break Sign
Info Brochure	Mouse Pad, Pins*
50 Ways to Recog. Desktop Brochure	Newsletter Sample*
1999 REAP Guidelines	Principal Tips*
Pocket Book*	Letter of Recog
Measurable Survey*	Scenario Examples*
Website and Photos	Design Categories

*Phase II items under development.

Project Development Board members from all districts began to display and distribute visual and reference materials to office and branch chiefs uniformly statewide, initiating and emphasizing REAP beginning in July 1999. Also see the REAP website www.dot.ca.gov/hq/oppd for additional information and ideas. . .

What to Recognize

Recognition is another way of saying what we value. Recognition is based on outcome and merit - it is not based on luck and is not intended as compensation. REAP generally is based on organizational goals and objectives:

Design Quality	Technical Expertise
Delivery Partnerships	Sustained Effort
Customer Service	Teamwork
Project Engineering	PEER Recognition
Leadership/Coaching	Above and Beyond
Innovative Ideas	PS&E Contribution

When to Recognize

Recognition is a continuous improvement process whether informal in small groups or formal among large groups. Supervisors may need to adapt their style to the group situations while considering general facts about recognition.

FACTS ABOUT RECOGNIZING EMPLOYEES

The Project Development Board's Employee Recognition Team emphasizes that successful supervisors need to know the facts about recognizing employees and recommends incorporating these into local recognition decisions:

1. Everyone wants to be appreciated.
2. Recognition and positive reinforcement all do work.
3. Any work environment can be productive, motivating and fulfilling.
4. Positive reinforcement - rewarding behavior you want repeated - works.
5. In today's business climate, coercion is no longer an option to influence employees and shape their behavior.
6. Supervisors increasingly must serve as coaches to indirectly influence rather than demand desired behavior.



7. Supervisors need to create work environments that are both positive and reinforcing.													
8. Studies indicate that employees find personal recognition more motivational than money.													
9. Rarely do supervisors systematically make the effort to thank employees for a job well done.													
10. Praising, recognizing and rewarding employees can be easy.													
<p>Most supervisors initially believe they lack the time and creativity to do more innovative recognition - the REAP team suggestions are intended to clarify that the effort can be simple and useful.</p>													
<h3>Roles and Responsibilities</h3> <p><i>Recognition is a team effort.....</i></p> <table> <tr> <td>Managers</td><td>Cultivate a workplace that has a successful REAP environment</td></tr> <tr> <td>Supervisors</td><td>Know how REAP goals tie into group dynamics.</td></tr> <tr> <td>Employees</td><td>Identify REAP as a tool to further group success; suggest peer recognition ideas.</td></tr> <tr> <td>Design Board</td><td>Facilitate the state wide effort using the REAP Task Force; gather feedback.</td></tr> <tr> <td>Program Manager</td><td>Balance Design program goals with REAP direction to encourage success.</td></tr> <tr> <td>TEAM</td><td>All Teams, in Design or other divisions, should consider the value of appreciation.</td></tr> </table>		Managers	Cultivate a workplace that has a successful REAP environment	Supervisors	Know how REAP goals tie into group dynamics.	Employees	Identify REAP as a tool to further group success; suggest peer recognition ideas.	Design Board	Facilitate the state wide effort using the REAP Task Force; gather feedback.	Program Manager	Balance Design program goals with REAP direction to encourage success.	TEAM	All Teams, in Design or other divisions, should consider the value of appreciation.
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<h3>Further Acknowledgments</h3> <ul style="list-style-type: none"> Focus Group Participants and Survey Participants MIG, Inc., Berkeley, CA Vicki Zuppan, Website Design & Perspective Support Carol Dulay, North Region Deitra Brickey, Management Tools Advisor Osama 'Sam' Hassoun, Caltrans Quality Advisor Henry Chan, North Region 													
<h3>Survey and Staff Focus Groups Findings</h3> <p>Acknowledging as a supervisor that there are fewer ways to influence employees more successfully than with positive reinforcement - recognizing achievements that you want repeated - is the key goal.</p> <p>Employees are increasingly being asked to do more and to do it more autonomously. Supervisors need to create work environments that are both positive and reinforcing, to encourage higher levels of employee performance. Supervisors must be more innovative in recognizing accomplishments and systematically make the effort simply to thank employees for a job well done.</p> <p>The REAP Task Force conducted statewide written surveys and various focus group meetings of Design and Local Programs managers and staff. These groups included individuals who are working in support or working to develop reports, plans or specifications for highway, bridge, landscape, and local assistance projects.</p> <p>The basic findings are summarized in the table below. The "50 More R.E.A.P. Tips for Supervisors" are suggestions from these surveyed groups. (See on pages 6 and 7.)</p>													

Recognizing Employees and Appreciating Performance

Other employee survey findings or focus group results are below:

Basic Findings

- Keep it informal, simple, and supplemental to the other “formal” awards programs.
- Though the REAP effort focuses on project development staff, it clearly is usable by all Caltrans.
- Communication of REAP needs to be regular and consistent, just as the supervisor actions.
- Positive employee evaluation meetings that set goals for the employee with their supervisor (individual development plans) ranked the highest among staff as a good recognition method.
- Peer recognition or announcement in front of peers also ranked very high.
- Barriers to sustainability: inconsistency, insincerity, acknowledging too many employees, unclear criteria. These were factors that REAP tools encourage to overcome.
- *Recognize all that contributed to the effort to reach a milestone or to the completion of a project.*
- A culture change is needed, but keep it fun and light with no strings attached.
- Supervisors that cultivated an environment showing recognition with merit had the best teams.

Recognizing Employees and Appreciating Performance

50 More R.E.A.P. Tips for Supervisors

By statewide survey, Design Program employees suggest:

I'm the Manager or Supervisor, What Can I Do?

- Personally congratulate employees who do a good job.
- Communicate and clarify well-defined judgement criteria
- Publicly recognize employees for good performance.
- Cultivate a recognition effort using REAP as baseline.
- Hold morale-building meetings to celebrate successes.
- Ask employees to provide input on how best you can show appreciation for a job well done.

Informal Recognition Tips

- Give praise immediately or within a day or two of completing an important task.
- Use REAP post-it to give an informal note of approval.
- Place Team achievements on internet REAP website, [http: www.dot.ca.gov/hq/oppd/](http://www.dot.ca.gov/hq/oppd/).
- Say hello in the morning to staff.
- Provide lunch or snacks - use the REAP "Take a Break" sign.

- Organize a group picnic.
- Provide sincere thank-you emails with creativity.
- Celebrate Birthdays! An office birthday club funds it.
- Keep it light and fun with no strings attached.
- Create a Hall of Honor Wall with photos of outstanding employees.
- Support promotional opportunities!

Formal Recognition

- Among managers and supervisors, provide meaningful recognition at executive staff meetings.
- Dedicate time and resources to understand and apply for formal awards programs.
- Download and read "Art of Recognition" and other reference at [http: www.dot.ca.gov/hq/oppd/](http://www.dot.ca.gov/hq/oppd/).
- Invite managers to attend team meetings so they can hear first hand some of the problems and take part in solutions.
- In a monthly newsletter for the branch or office, highlight one supervisor and 6-8 staff members; their background and duties.



Recognizing Employees and Appreciating Performance

Food for Thought

- Create a peer recognition at quarterly staff meetings
- Allow employee to choose recognition type.
- Be sincere and honest.
- Keep consistent over time; refresh tactics yearly.
- Sponsor project completion celebrations.
- Organize annual staff appreciation parties.
- Gather employee feedback on methods used.
- Celebrate Safety with snacks.
- Ask “Is there anything I can help you with to meet our goals?”

Public Recognition

- Provide recognition in front of peers in informal setting.
- Show appreciation for all contributing team members.
- Provide an increase in desired responsibilities.
- Sponsor a manager’s BBQ for employees and family.
- Recognize “Hot Ideas” if the ideas are adopted from employee suggestions.
- Provide 5 year length of service and retirement awards.
- Handout REAP Certificates of Merit.
- Post Copies of Customer’s Fan Mail or Email on hall board.
- Share thank-you public letters with newsletter staff for publishing.

Other Ideas that Work!

- Write a letter of commendation, cc managers and peers.
- Provide verbal appreciation when organizational goals are met.
- Be more human and caring.
- Allow staff freedom to create their own methods to do their job.
- Give supply catalog vouchers or desk accessories.
- Be committed to TIMELY recognition.
- Organize annual Candy Gram for employees and customers.
- Hold weekend sports activities involving large groups.

Last but not Least

- Provide a simple and direct meaningful “thank you” honoring achievement.
- Provide annual performance appraisal with a positive attitude and openly discuss goals for success.



Memorandum

To: IRENE ITAMURA
DIST 3 ADMIN
UNIT: ADMIN

Date: June 1, 1999

File:

From: DEPARTMENT OF TRANSPORTATION
DIRECTOR'S OFFICE

Subject: Employee Recognition Program

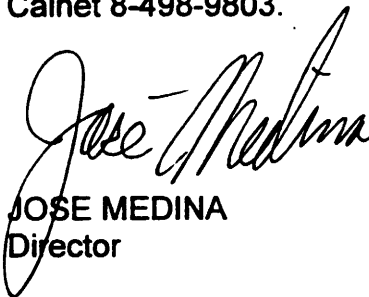
Employee recognition is a vital part of the Department's effort to nurture a high-quality work force. Current departmental policies have outlined specific roles regarding the development and recognition of our human resources. Specifically, it is the responsibility of managers and supervisors to promote a climate for continuous improvements and, among other things, identify and recognize successes.

We, at Caltrans, have a longstanding history of various employee awards, primarily coordinated through the Employee Recognition Program administered in the Administrative Service Center (AdSC) and consists of:

- Superior Accomplishment Awards
- Sustained Superior Accomplishment Awards
- Employee Suggestions
- 25-Year and 40-Year Certificates and gifts
- Retirement Certificates and gifts
- Medal of Valor Award

I have asked the staff in the AdSC to work with Headquarters and District personnel to assist in coordinating your award presentations with my schedule, so when possible I may have the honor of being an award presenter. I am pleased to say that the number of awards given to deserving employees has continued to climb significantly over the last two years, and I strongly urge all of you to continue that upward trend.

Attached is a matrix with current procedures to assist you in timely recognition and payment to your employees. If you have any questions, please do not hesitate to contact Shawn Sanford, Employee Recognition Program Coordinator, at 227-9803 or Calnet 8-498-9803.



JOSE MEDINA
Director

Attachment

Memorandum

To: District/Regional Design Division Chiefs

Date: June 15, 1999

File: REAP

From: **DEPARTMENT OF TRANSPORTATION**
DESIGN AND LOCAL PROGRAMS
MAIL STATION 28

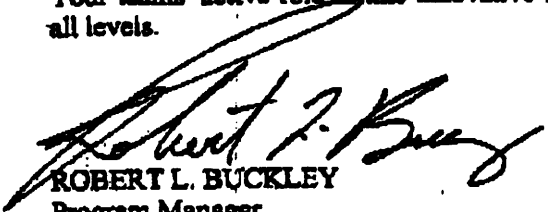
Subject: Implementation of Recognizing Employees and Appreciating Performance 99/00 Plan

At our recent quarterly meeting, the Deputy of Project Development and the Project Development Board unanimously agreed to implement the Recognizing Employees and Appreciating Performance (R.E.A.P.) Task Force report and recommendations for corporate, region, and district units of Design and Local Programs. R.E.A.P. tools and guidelines provided to supervisors are intended to emphasize the value of daily employee contributions by providing an Action Plan to "create a culture of appreciation".

Please distribute and discuss benefits of the enclosed tools and guidelines as suggested below with your division supervisors to assist in statewide participation:

1. review the May 1999 R.E.A.P. Guidelines
2. distribute a copy of the guidelines, toolkit, poster, mug, and desktop stand to each supervisor
3. encourage all supervisors to display the mug and desktop stand
4. post the poster for staff information
5. suggest supervisors review and practice some of the activities during 99/00
6. utilize the R.E.A.P. website as per the guidelines (<http://www.dot.ca.gov/hq/opdpd>)
7. monitor and report suggestions or successes at future board meetings as per guidelines

Your teams' active role in this innovative implementation will result in further success and benefits at all levels.



ROBERT L. BUCKLEY
Program Manager
Design and Local Programs

Enclosure

c: District Directors
Chief Deputy Directors
Bob Coleman
Program Managers
Jeff Funk, Bob Waddington, Bob Baxter, Dianne Steinhauer, Doug Failing
Anne Mayer, Rick Hopkins, Ken Nelson, Gary Bush, Eldon Davisson
Dave Brubaker
DLP Office Chiefs, DLP Coordinators
Dan McElhinney, Gail Farber (D12), Kim Anderson (D6), Saaid Fakharzadeh (D4)

"We'll Find A Way"

Memorandum

To: DISTRICT/REGION DESIGN DIVISION CHIEFS
DISTRICT OFFICE AND BRANCH CHIEFS
ENGINEERING SERVICE CENTER SUPERVISORS

Date: January 10, 2000

File: REAP

From: DEPARTMENT OF TRANSPORTATION
DESIGN AND LOCAL PROGRAMS
MAIL STATION 28

Subject: Continuing Success of Recognizing Employees and Appreciating Performance (R.E.A.P.) in 2000

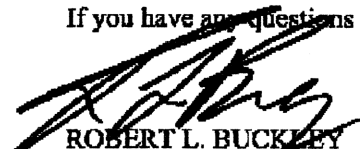
In concert with Director Medina's June 1999 Employee Recognition memorandum and the June 1999 start of the R.E.A.P. implementation plan by the Project Development Board Task Force, please continue the statewide success of this effort with the items enclosed. R.E.A.P. tools and guidelines provided to supervisors are intended to emphasize the value of daily employee contributions by providing an Action Plan to "create a culture of appreciation".

Some tools are in development* and should be provided in a second shipment by March.

Following the steps below during 2000 will assist in reaching a united statewide participation:

1. distribute a copy of the guidelines, brochure, poster, mug*, post-its*, and desktop stand* to each project development manager and supervisor
2. review the May 1999 R.E.A.P. Guidelines – practice the suggestions
3. encourage all supervisors to display the mug and desktop stand
4. post the poster for employee information
5. utilize the R.E.A.P. Website as per the guidelines (<http://www.dot.ca.gov/hq/oppd>)

Your teams' active role in this innovative implementation will result in further success and benefits at all levels. If you have any questions or need material, contact Dan McElhinney at Calnet 436-6013.



ROBERT L. BUCKLEY
Program Manager
Design and Local Programs

Enclosures

c: District Directors
Chief Deputy Directors
Brent Felker
Program Managers
Jeff Funk, Bob Waddington, Bob Baxter, Dianne Steinhauser, Doug Failing,
Anne Mayer, Rick Hopkins, Ken Nelson, Gary Bush, Eldon Davisson
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"We'll Find A Way"

Superior Accomplishment Award Nomination Guidelines

DESCRIPTION

The Superior Accomplishment Award (Silver or Gold) is a management tool to recognize an individual employee or group of employees who have made an exceptional contribution to the efficiency or economy of the State Government, or an exceptional improvement in its operations. This Award is also used to recognize teams that have identified a specific problem or a process improvement and applied Quality tools to provide recommendations to management. Such acts are categorized as a Superior Accomplishment of a Non-recurring nature and may include, but are not limited to:

SILVER

- 1) An important contribution to science, research, or development.
- 2) Unequaled personal efforts in overcoming unusual difficulties or obstacles in the completion of a major project or task with substantial benefits to the State.
- 3) Completion of a major project or task in a significantly shorter period of time with substantial benefits to the State.

GOLD

Accomplishments which not only meet all of the above requirements, but are of such outstanding degree that they merit recognition of the highest order.

AWARDS

Nominations should be based on the following criteria:

SILVER

A maximum cash award of \$250 per individual or group; awards can range from \$50 up to \$250 maximum per each individual in a group. A framed certificate, signed by the Director, will be provided to an individual, or each individual in a group.

GOLD

A cash award of \$500 for an individual or divided by a group. A framed certificate, signed by the Director will be provided to an individual or each individual in a group.

ELIGIBILITY

All Caltrans employees are eligible for nomination for a Superior Accomplishment of a Non-recurring nature (Silver or Gold).

NOMINATION CRITERIA

Nominations for a Silver or Gold award for Superior Accomplishment Award must include:

- 1) A clear and concise description of the achievement which forms the basis for the award.
- 2) Detail which conclusively proves or measures the benefits to the State as a direct result of the efforts of the nominee.
- 3) Data which clearly describes the degree to which the nominee unquestionably performed the achievement.
- 4) Any other pertinent information, such as research completed and/or dedication to the task.

NOMINATION PROCESS

Submit the Nomination Form to the Caltrans Employee Recognition Program, Mail Station 53. Detailed supporting documentation must accompany the nomination. The nomination form must be signed by a Headquarters Deputy Director or District Director.

ALLOCATIONS

In the past, a yearly (fiscal) allocation of one Silver and one Gold Award was made to the Director, each Headquarters Deputy Director and each District Director for their use at any time within the July 1 - June 30 time frame.

Effective July 1, 1996, this allocation process is no longer applicable. Due to the fact that award payments come directly out of each districts' or programs' personal services allocation (using each employee's State Controller I.D. Code), it is now appropriate for each district/program to determine their own award allocations based on budget capacity.

FUNDING

Each District/Service Center/Program must specifically budget for employee recognition awards within their personal services dollars allocation. In some cases, operating expense savings may be converted to personal services dollars and used for awards; however, approval of this method is required by the appropriate Headquarters Program Manager.

EMPLOYEE RECOGNITION PROGRAM (ERP)

As Of 4/1/99

MERIT AWARD PROGRAM (MAP)				
Contact: Shawn Sanford 227-9803 or 8-498-9803				
Description	Award	ERP Coordinator Role	District/Program Role	Fund Source
The MAP is designed to improve the operations and efficiency of all areas within Caltrans. This is accomplished through the submittal of employee suggestions for tangible, safety or procedural changes. If the suggestion is adopted and implemented, a monetary award equal to 10% of the total savings to the department is awarded to the employee.	Equal to 10% of total savings to the department, with a minimum of \$50 and a maximum of \$50,000 per suggestion.	Distribute suggestion to appropriate program staff to review for approval or denial. If approved, program staff recommend implementation, potential savings, and cash award to employee. Provide payroll memo and matrix to Personnel with employee name, SSN, and amount of award. Order certificates and forward to Director of Caltrans for signature. Forward warrant/direct deposit advice and certificates to programs for recognition of their employee.	Suggestion forwarded to appropriate program or district staff for review and evaluation.	Initially, employees current program funds through State Controller payroll - to be reimbursed by the program which incurs the actual savings.
RETIREMENT CERTIFICATES/GIFT				
Contact: Shawn Sanford 227-9803 or 8-498-9803				
Description	Award	ERP Coordinator Role	District/Program Role	Fund Source
Retiring Caltrans employees are eligible for a departmental retirement certificate signed by the Director of Caltrans, a certificate from the Secretary of State's Office, and a gift selected by the retiring employee.	Certificates and selection of gift from special brochure.	Provide the form requesting the retirement certificate to the employee's supervisor. Provide special gift brochure to employee's supervisor. Order certificate from the Secretary of State's Office, and certificate from Caltrans Graphics.	Submit retirement certification form to ERP Coordinator.	Gift orders funded through each employees district/program area. Certificates provided by the Employee Recognition Program.
*Preferred Lead-Time: 3 Weeks				
MEDAL OF VALOR				
Contact: Shawn Sanford 227-9803 or 8-498-9803				
Description	Award	ERP Coordinator Role	District/Program Role	Fund Source
Caltrans employee(s) who acted beyond that of their normal job expectancy to rescue the life of another state employee or private citizen.	Medal of Valor presented by Governor official ceremony.	Collect information from District, Program, Service Center to address all required information, i.e. photographs coverage, investigative reports) Forward to Director's Office for signature. Forward to DPA approval.	Provide ERP coordinator with information necessary for DPA approval and Governor's ceremony.	Currently the ERP pays for the Medals.

EMPLOYEE RECOGNITION PROGRAM (ERP)

As Of 4/1/99

SUPERIOR ACCOMPLISHMENT AWARD			Contact: Shawn Sanford 227-9803 or 8-498-9803	
Description	Award	ERP Coordinator Role	District/Program Role	Fund Source
The Superior Accomplishment Award is a management tool to recognize an individual employee or a group of employees who have made an exceptional contribution to the mission of Caltrans.		Provide program criteria and nomination information/forms to CT management.	Submit completed nomination form to ERP coordinator, including amount of award and description of accomplishment.	Each employees individual district or program through normal State Controller payroll process.
Silver - The silver award is used to recognize team efforts and to promote recognition to teams that have implemented Quality tools in their achievements.	\$25 minimum-\$250 maximum per individual	Confirm with District/Program/Service Center contact that the SAA submitted will be processed for both monetary and certificate recognition.		
Gold - The gold award is used to recognize outstanding achievement by an individual.	\$500	Request certificates from Graphics. Process nominations, which include employees name, SSN and award amount, to Personnel for payment. Coordinate checks/direct deposit slips with completed certificate and forward to District/Program/Service Center for recognition purposes.		
*Preferred Lead-Time: 3 Weeks				
SUSTAINED SUPERIOR ACCOMPLISHMENT AWARD			Contact: Shawn Sanford 227-9803 or 8-498-9803	
Description	Award	ERP Coordinator Role	District/Program Role	Fund Source
The Sustained Superior Accomplishment Award is given to an individual who has sustained superior job performance over a two-year period.	\$25 minimum-\$250 maximum	See Above	See Above	See Above
*Preferred Lead-Time: 3 Weeks				
25-YEAR & 40-YEAR PROGRAM			Contact: Shawn Sanford 227-9803 or 8-498-9803	
Description	Award	ERP Coordinator Role	District/Program Role	Fund Source
Awards are for employees who have reached their 25-year or 40-year anniversary of employment with the State of California.	25-Year Only: gift from special brochure and certificate. 40-Year Only: certificate	Provide gift brochure and Purchase Request Form to supervisor of eligible employee. Provide framed certificate to eligible employee.	25-Year: Employees office orders gift & certificate. 40-Year: ERP orders certificate.	Gift orders funded through each employees district/program area.
*Preferred Lead-Time: 3 Weeks				

*Allows for coordination with Personnel (award checks), Reprographics (certificates), Secretary of State (retirements), and all appropriate signatures.

